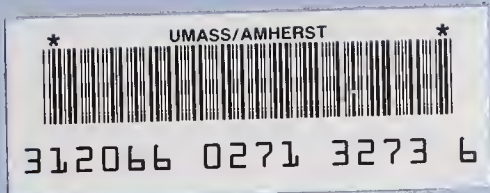


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BUREAU OF OPERATIONAL SUPPORT

# OPERATIONS GUIDE

APRIL 1985

MASSACHUSETTS DEPARTMENT OF EDUCATION

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## PREFACE

The Bureau of Operational Support, part of the Division of Administration and Personnel, is responsible for the daily operation of a full range of support services for the Department including the mail room, copy center, courier services, telecommunications, switchboard and typesetting. The Bureau also manages the use of and resources for the agency's word processing system and microcomputer equipment; develops and disseminates two monthly newsletters and all agency support materials; coordinates the design and production of all agency publications; develops and coordinates training and staff development programs for all managers and staff; maintains a training resource collection; and provides information and referral services to Department staff and the public.

This Guide is intended to acquaint all Department staff with the services, resources and facilities available in the Bureau.

Comments about this Guide, or requests for additional copies should be directed to Cecilia M. DiBella, Director.





## Training Activities

Specific training activities vary from year to year, but all are intended to support the overall goal of providing opportunities for Department personnel to expand and upgrade their skills in order to better carry out the mission of the Department of Education. Most training activities arise from the Commissioner's Operational Plan adopted by the Board each August. Training needs are identified by divisions, offices, and regional centers which assist the Training and Development Officer, Maureen O'Connell, in prioritizing identified needs.

The overall approach to training combines both the coordination necessary for centralized training activities and flexibility to respond to diverse needs within the following framework:

- Department-wide training, open to all staff on such topics as orientation to word processing, Civil Service Training, future trends in education, Civil Rights Monitoring, employee health promotion, and open forums around priority issues in education.
- Cross-divisional training geared to specific job roles to increase skills in microcomputer capabilities and software applications, word processing for operators, instructional technology applications in schools, effective management, the MIDAS automated accounting system, and other emerging areas significant to certain job groups.
- Training geared to staff in one unit, division or regional center around issues such as team building, student learning styles, time management, equity issues in schools, communication, and organizational growth.

Much of the cross-divisional training for managers is accomplished by the Department's participation in the Department of Personnel Administration-sponsored Management Training held at area colleges and universities. This training is coordinated by the Training and Development Officer but paid for by each division or region that sends trainees.

Unit managers receive details of all training events as they are scheduled throughout the year, and they are also listed in the Harbinger. Participation may require nomination or approval by an employee's supervisor.

Managers may also request assistance or support in developing or implementing staff training activities, e.g., Civil Rights Task Force.

### Training Resources

Training and development activities are supplemented by a variety of print and nonprint resources available in Quincy or through Department memberships in appropriate organizations in the Boston area.

#### In the Bureau of Operational Support:

- Resource Collection - contains a variety of periodicals, books, publications, and reports on subjects ranging from microcomputers, to education law, personal health and fitness, and exemplary school programs.
- College Program Information - Catalogs available for area state colleges and universities that participate in the tuition remission program available to most state employees. The Bureau of Personnel is responsible for tuition remission arrangements.



- Audio Visual Equipment

### Outside Quincy

- **Harvard Gutman Library.** The membership includes borrowing privileges and an on-line computer service for a fee. In addition, the Training and Resource collection includes up-to-date lists of new books and tables of contents from journals. (Contact Maureen O'Connell for Gutman Library cards.)
- **Boston Computer Society (BCS)**

Membership includes the following services:

- A subscription to Computer Update
- Free classified advertising in Computer Update
- A subscription to Calendar
- Free admission to all BCS monthly meetings
- Free admission to all user and special interest group meetings
- Mailings from any four user and/or special interest groups (IBM PC, Data base, Education, Training/Documentation)
- Free access to the Computer Resource Center
- Free access to bulletin board systems
- Discounted admission to BCS-sponsored clinics, workshops and special events
- Special discounts from some personal computer companies
- Institutional Membership entitles 10 staff members to attend events. Participation is coordinated by the Bureau.

OFFICE AUTOMATION - Leedia Macomber, Coordinator - 770-7509  
Betty Mazzarella, Word Processing  
770-7606

The Bureau coordinates the use of the Department's growing list of automated information management equipment including word processors, microcomputers, and printers. The Automation Coordinator works with staff to insure that new automation procurements are compatible with the Department's existing systems. The Bureau also provides assistance standardizing software; designing applications; issuing Requests for Proposals (RFPs) and completing AF-29 forms for the purchase of additional equipment and insuring the maximum usage of current equipment.

The Bureau provides system support for the Department's 30 word processing workstations and 140 trained operators. All levels of training -- from basic to advanced lessons and applications are provided. Department-wide applications and services, such as the Electronic Bulletin Board (EBB), centralized mailing lists, and interdivisional reports are coordinated by the Word Processing Coordinator. When the IBM/PC and NBI workstations are linked (FY'85), the Bureau will train staff on new capabilities and functions made possible by networking this equipment.

Expanded training activities, increased responsibilities, and greater utilization of workstations have contributed to the need for an in-house training facility. The Technology Resource Center will provide support and training for staff on all aspects of office automation. Four levels of training on hardware and software for both the microcomputers and word processors will be the major focus of the Center.

Automation efforts are enhanced by an extensive resource library containing current technology and automation publications and by numerous training opportunities. Periodic vendor

demonstrations and technology seminars acquaint Department staff with state-of-the-art hardware and software developments. Information about these developments and other pertinent training opportunities is shared with the designated regional and divisional technology resource persons who disseminate this information to other Department staff.

- **Word Processing** - contact Betty Mazzarella, 770-7606, with any questions or problems relating to the word processing equipment.
- **Microcomputers** - contact Leedia Macomber, Office Automation Coordinator, 770-7509, with any questions or problems relating to the microcomputers; for any mechanical problems with the microcomputers, contact Dave Burns, Data Processing and Collection, 770-7221.
- Supplies for the word processors and microcomputers must be ordered by the divisions or units.



Managing a publication from its inception through camera-ready copy requires tremendous cooperation among everyone involved. Knowledge of the production process by creators and writers can serve only to enhance and expedite the product.

Units planning to publish material for public distribution can rely on the Bureau of Operational Support to provide technical assistance throughout the process, and to provide or coordinate the following specific services.

### Typesetting

- While copy is being developed and prior to final editing by the unit, request a copy of the agency's style sheet that lists commonly accepted conventions for punctuation, capitalization and the like, and identifies proofreaders' symbols which must be used for making any corrections. Copies are available from Susan Gardner, Publications/Communications Coordinator, 770-7508.
- Once copy is finalized and proofread, and format decisions have been made, typesetting is done in-house. Copy for typesetting should be typed, double-spaced, with a minimum number of corrections.
- Susan Gardner and the unit jointly choose an appropriate type style and size, and make any other decisions regarding bold headings, italics, column width and other job specifications.
- A current Board listing and any necessary disclaimers or statements are added at this time by the typesetter.



- Once typeset, the unit is given a proof to be proofread and approved or corrected as soon as possible. This proof should be read twice, once against the typed copy (the unit should keep a copy of the typed copy), and once by itself. Full responsibility for correcting any errors lies with the unit.
- Any corrections must follow proofreaders conventions for the symbols used to instruct the typesetter (see Style Sheet).
- Any changes made to the typeset proof will be classified as either typesetter's errors (pe) or author's alterations (aa). Typesetting errors will, of course, be corrected at no charge, but any author's alterations at this stage will be charged to the unit.
- If the unit requests it, a proof of the corrected copy will be supplied for the unit's final approval.
- Depending on usage, units are billed quarterly on semi-annually for typesetting. The basic charge is \$12 per page which compares very favorably with outside vendors. The Bureau Director or Fiscal Manager must transfer funds into the Bureau's cost center using federal or state "14" monies. The funds cover the costs of paper, chemicals, equipment maintenance, supplies and other expenses.

### Arranging Paste-up

- The typeset copy, once final, is developed like a photograph on long sheets of paper. It is then ready to be cut to size and pasted on boards for the printer.

- Since the Bureau does not employ a paste-up artist, this job is completed by a free-lance artist paid by the unit using a Departmental Purchase Order (DPO). Susan Gardner will contact an artist to do the job and provide the unit with the specifications that must appear on the DPO.
- Cover design and any other graphics are also arranged and billed this way.
- Units may do their own paste-ups using the art table if they have personnel skilled in the graphic arts.

#### Coordinating Printing and Distribution

- Simple forms on standard size paper and unbound 8 1/2 X 11 copies up to 30 pages long can simply be run off in the copy center.
- Bound publications are printed by outside printers and the units must submit the purchase order for printing. Susan Gardner works with the unit to determine publication size and length, the number of copies needed, binding options and other specifications all of which affect the printing cost and therefore the type of purchasing procedure the unit must initiate. Since this process can be lengthy, the purchasing paperwork should be initiated as soon as exact specifications are known.
- Printing over \$500 - The Publications Coordinator generates specifications and the unit processes a Q-requisition which lists the specifications for the job and directs the State Purchasing Agent to solicit bids from various printers. This bid award process takes three months.

- Printing under \$500 - The unit initiates a Departmental Purchase Order which again lists the job specifications supplied by Susan Gardner, but also identifies the printer who will do the job. (When under \$500, quotes can be obtained over the telephone and the job is awarded by the agency.) The DPO approval usually takes two to four weeks.
- For booklets or brochures over four pages that will be printed for less than \$500., a copy of the final copy must be sent to the State House to be assigned a publication number prior to printing.
- Printing jobs over \$500. have the publication number assigned by the State Printing Office.
- Once funds are encumbered, Susan Gardner sends the mechanical to the printer. Printing time varies with the complexity of the job but averages three weeks.
- See Mail Service section for details regarding mass mailing of publications.
- Two copies of each Department publication should be forwarded to Susan Gardner for the Resource Collection and for Bureau files.
- Administrative Bulletin 76-5 from the Division of Administration and Finance requires state agencies to send eight copies of all publications to the State Library. Copies can be left for delivery by the Department Courier.
- Fourteen copies of all publications must be sent to William Crowley for distribution to Board of Education members.

The Bureau also edits and publishes two newsletters: Harbinger (for and about employees) and Common Wealth (CW) (for educators, parents, students and the public). If you have materials appropriate for inclusion in the Harbinger, please forward them to the editor for consideration. An in-house resource group representing each division and the regional centers assists the CW editor to identify and report on Department activities and topics of interest to educators.



CONFERENCE ROOMS - 770-7514

At present, seven conference rooms are available on the first floor for Department use. (Several additional small conference rooms are located on the second, third, and fourth floors.)

Room Descriptions

- Board Room - contains 30 to 40 chairs, a projection screen, and a number of small tables that can be set up to form a long table; combines with Rooms 5 and 6 for large groups.
- Rooms 2 and 3 - can be combined or separated via partition; each can accommodate 15 to 20 people at a large table.\*
- Room 4 - contains one large table and can accommodate ten people comfortably.
- Rooms 5 and 6 - can be combined with each other and with the Board Room or separated by partitions; contains small tables and chairs; each section can accommodate 20 to 25 people.
- Room 7 - contains one large table and can accommodate ten people comfortably.

\* Rooms 2 and 3 are the future site of the Department's in-house training facility, the Technology Resource Center.

## Reserving and Using Rooms

- Reservations should be made as much in advance as possible since all rooms are used extensively.
- Units are responsible for setting up the furniture prior to a meeting and also cleaning and straightening up a room immediately following a meeting. The building cleaning staff do not clean the conference rooms.
- To reserve a room, call 770-7514. The information needed is: the number of people in the group, the purpose of the meeting and the name and telephone extension of a contact person; you will assigned an available room.
- If your meeting is cancelled, be sure to cancel your room reservation.

Hours 7:30-5:00

### Services

Two high speed Xerox copiers are available for large copying jobs (i.e., more than two originals and more than ten copies), In addition to plain paper copies on 8 1/2 X 11 paper, the following services are also available:

- Collating - any number of pages can be collated as they are copied.
- Colored copies - various shades of bond paper and cover stock are available; check current stock for specific colors.
- Labels - addresses typed on masters can be copied onto 8 1/2 X 11 sheets of pressure sensitive (peel-off) labels; units must supply their own label sheets.
- Letterhead - units must supply their own letterhead and the original should be on plain white bond paper.
- Reductions - originals can be reduced to 98 percent, 74 percent, or 65 percent of their original size. (Enlargements are not possible.)
- Sizes - 8 1/2 X 11, 8 1/2 X 14, and nonstandard sizes down to 5 1/2 X 8 1/2 can be copied but units must supply any nonstandard paper sizes. Originals of up to 12 X 17 can be copied but will be reduced to fit on 8 1/2 X 11 or 8 1/2 X 14 paper.

- Stapling - a minimum of three and up to 30 single sheets can be stapled, left side, top and bottom (unless other instructions are given).
- Three-hole paper - units must supply their own.
- Transparencies - paper originals can be copied onto clear plastic transparencies for overhead projectors; units supply their own blank transparencies.
- Two-sided copies - produced from either one-sided or two-sided originals. Provide clear instructions.

#### Costs

1 to 5,000 impressions	3¢ each
5,001 to 10,000 impressions	2.5¢ each
anything over 10,000 impressions	2¢ each

Note: These quantities are per job, not per month.

Divisions are billed quarterly or annually. Financial managers must transfer funds into the Bureau's xerox cost center using federal funds or state "16" or "14" monies. These funds cover all copy center costs, equipment rental, maintenance, paper, cover stock, toner, supplies and so forth. Eleanor Rankins (770-7516) in the Copy Center maintains all billing slips. To better monitor divisional photocopying costs, financial managers or bureau directors may require sign-off for all photocopy services. Please inform copy center staff of any divisional policies.



## Helpful Hints

- Provide clean originals on white paper. Originals on colored paper (especially yellow, orange, green, or red), will not copy cleanly. Black and colored ink or type will copy; blue ink or type will not copy.
- Protect original artwork with a tissue paper overlay.
- Most copying jobs are completed in less than 24 hours. For large jobs (more than 10,000 impressions), allow at least 48 hours.
- Most jobs exceeding four pages, other than internal memoranda, must have a publication number (assigned by the State Purchasing Agent) printed on them; see Sue Gardner (770-7508) about the procedures for obtaining a publication number.
- For small copying jobs please use floor copiers.
- For complex jobs, you may request a "proof" copy before complete job is run.

- Two trips are made each day on Mondays, Tuesdays and Fridays around 9:30 a.m. and again at 1:30 p.m. to the State House and McCormack Building (1 Ashburton Place)..
- Due to paycheck pick-ups and deliveries, one trip is made on Wednesdays and Thursdays around 11 a.m.
- Items picked up by the courier at these locations during the early run are delivered to units at the 2 p.m. mail pick-up; and during the afternoon run, at the 8 a.m. pick-up the following day.
- Any items intended for delivery to these locations should include the building name, the office name, and the room number and must be taken to the mail room and placed in the basket labeled "Messenger."
- On rare occasions, same day deliveries must be made that cannot be done by the Department messenger. The mailroom personnel will make arrangements for an outside delivery service when appropriate. Units are billed directly for these services.

## Preparing Mail

### Letters

- Letter-size envelopes containing three sheets or less should be bundled together with a rubber band. They can be sealed and stamped in one operation by the postage meter, so stack each bundle with the flaps open.
- Letter-size envelopes containing more than three sheets cannot be sealed by the machine, so seal prior to pick-up or use a manila envelope (see below).

### Large Envelopes

- Manila envelopes should be sealed prior to pick-up. If the package contains ten sheets or more and several are being mailed, take the empty envelopes (and one sample for weighing) to the mail room for metering before they are stuffed. Any premetered mail must be mailed on the same day since the meter stamp bears that day's date.
- Manila envelopes ("flats") four ounces and over are mailed third class unless the unit specifies first class on the envelope.
- Remember to include the Department's return address on a manila envelope.

### All Mail

- Each individual piece or bundle must have the unit's cost center and funding source on it for billing or it will not be mailed.

- Keep interoffice mail separate from outgoing mail, preferably in a separate pick-up basket.
- Don't put scotch tape on any envelopes because it jams the machine.
- All mail under four ounces, except single copies of publications, goes out first class unless the unit specifies otherwise.
- Quincy return address must be on all mail metered in Quincy.
- Mail metered in Quincy must be left in a Quincy mail box. Department staff sometimes meter envelopes or packages with the intention of dropping them off "on the way to the T Station." Mail metered in Quincy and left in a Boston or suburban mailbox is returned to the Department by the Post Office.
- Return envelopes inserted in a mailing, as in a survey or questionnaire cannot be metered. Units are advised to purchase stamps or to exclude return postage.

#### Pick-up and Delivery Schedule

- Outgoing mail is picked up from each unit three times each day at approximately 8 a.m., 10:30 a.m., and 2 p.m. It is all metered and bagged the same day for morning and afternoon pick-up by the post office and is delivered directly to the Central Mail Facility in Boston.
- Incoming mail is picked up at the Quincy Post Office each morning, sorted and delivered to units at the 10:30 a.m. pick-up time.



- Interoffice mail is collected at each pick-up, sorted in the mail room and delivered at the next scheduled pick-up time. (Interoffice mail picked up after 2 p.m. will be delivered the following morning).

## Large Mailings

### Publications

- Any department publication coordinated by the Bureau of Operational Support that is intended for outside distribution will generally be designed as a self-mailer, and the agency's nonprofit postal permit will be imprinted on the back cover. During the booklet's production a mailing list should be finalized by the unit and computerized mailing labels printed. (These labels are printed by the Bureau of Data Processing and Collection and must be paid for by the unit. Contact Dave Burns, 770-7221, for details.)
- Susan Gardner, the Bureau's Publications/Communications Coordinator, generally arranges for the publication to be shipped directly from the printer to a mailing house for mass mailing. The unit must establish a purchase order for the mailing house's postage and handling costs. The mailing must consist of at least 200 pieces (each the same and weighing less than 15 ounces) to use the nonprofit permit.
- If after this initial mailing the unit wants to mail at least 200 more copies, the mailing house can be used again or the unit can prepare the mailing themselves. The post office has fairly strict guidelines for zipcode ordering, bundling, and bagging of nonprofit bulk mail. The mail room personnel can provide postal service instructions on how it is done (see also Envelopes below).

- When mailing single copies (or anything less than 200 copies), just seal the book closed and address the self-mailer. Mail room staff will affix fourth class (book rate) postage on meter tape over the nonprofit permit imprint. No envelope is necessary.

### Envelopes

- A minimum of 200 and up to 400 identical pieces can be mailed with significant savings at either the first class presort or third class bulk mail rate. These rates are different and the choice of one over the other depends on the type of mail and its weight. Bring a sample to the mail room and staff will advise the best option. Both options require that the unit prepare the mailing in zipcode order. The mail room will run the envelopes through the meter and provide empty mailing trays so that the unit can label, stuff and zipcode order the mail in the trays.
- Any unit planning a mailing like this should notify the mail room three days in advance so that the empty envelopes can be metered before they're needed and delivery to the post office can be assured. The unit will be asked to specify the date the mailing will be ready for delivery to the post office, and it must be ready that day since the meter stamp will bear that date.
- Mail room personnel can assist in filling out the required postal service form, but the unit must handle delivery to the post office.
- Mailings containing over 400 pieces must be done through a mailing house. Susan Gardner, Publications/Communications Coordinator (770-7508) can assist units in making these arrangements (see Publications section).

### Third Class Mail

- Letter sized mail over four ounces may go out as third class mail at some savings. Units should be aware, however, that the Post Office assigns a lower priority to the delivery of this class of mail and only guarantees delivery no later than three weeks after the post date. Time sensitive mailings should be planned accordingly.

### Special Mailings

- UPS parcels are delivered to units when they arrive, generally late morning.
- Express Mail, Special Delivery and Registered Mail are delivered to units when they arrive.
- To facilitate internal delivery of packages, please include unit designation and address/on all orders.
- To mail something using Express Mail, Special Delivery and Registered Mail, units can obtain the necessary postage by taking the piece to the mail room for weighing; units must deal directly with the Quincy post office for these services.

### Regional Center Mail

- Each regional center has its own mail box and slot in the Business Office. All mail in these boxes is picked up by 9:30 a.m. every Thursday and shipped to each center via bus the same day.
- Use the regular outgoing mail service to mail things to regional offices that can't wait for the Thursday delivery.



## Billing

- Units are billed for postage via internal requisition. Financial managers must sign the requisition identifying an account with subsidiary "14" funds available, and return it to Scott Murphy.
- A new accounting and billing system for postage is now in effect. The Department postage meter's internal accounting capacity gives mail room personnel and Department managers an accurate daily and weekly tally of postage costs for their cost center. A weekly tally is sent to each cost center manager. Mail cannot be metered for any cost centers showing a negative balance on the postage meter. (Contact the Bureau for a copy of the "Postage Costs and New Mail Room Policies" memo to managers dated 1/17/85.)
- Units that intend to use the agency's nonprofit postal permit must contact Scott Murphy ahead of time to establish a reserve to cover nonprofit mailing costs.



### Telephone Features

- The department uses a Star Datacom computerized telephone system that provides many features the state Centrex system did not. This system is linked to Centrex but also provides call forwarding to initially ring at another phone, multiple conferencing, call pick-up from another phone and other capabilities.
- Commonly used features and codes are listed on each phone but for a more complete description of features, consult the Telephone User's Guide, which was previously distributed to all employees. A limited number of copies are still available from the Bureau of Operational Support, 770-7514.
- All telephone lines are checked daily to assure continued quality, efficient service.

### Telephone Changes

- All requests for telephone work should be directed to Scott Murphy, 770-7494.
- Adding, dropping, and moving phones requires a service appointment and may take up to 10 work days. The expense varies significantly depending on the type of change, from a minimum of \$40 for a single line phone. Unit Managers must sign the work order and assign an activity account number, which is billed later.

## Telephone Problems

- A busy signal when dialing could mean that all lines are being used at the time, or that the phone is programmed to another line; so before requesting a service call, make sure the problem is not simply busy lines.
- Any service call must be requested through Scott Murphy, 770-7494.
- A problem with a single phone will be serviced within 24 business hours.
- A problem with the system affecting at least 25 percent of the phones will be serviced within three business hours.

## Switchboard

- Any phone that remains unanswered for more than seven rings will automatically switch to ring at the central switchboard. The switchboard operator does not take messages but will check the correct number and transfer the call or tell the caller to try again later.
- Employees answering phones are asked, whenever possible, to transfer callers to the correct office, not the switchboard.



